

CENTER FOR ACCESS, SUCCESS, AND EQUITY
EARLY CHILDHOOD LEADERSHIP INSTITUTE (ECLI)



PSYCHOLOGICAL SAFETY IN THE WORKPLACE

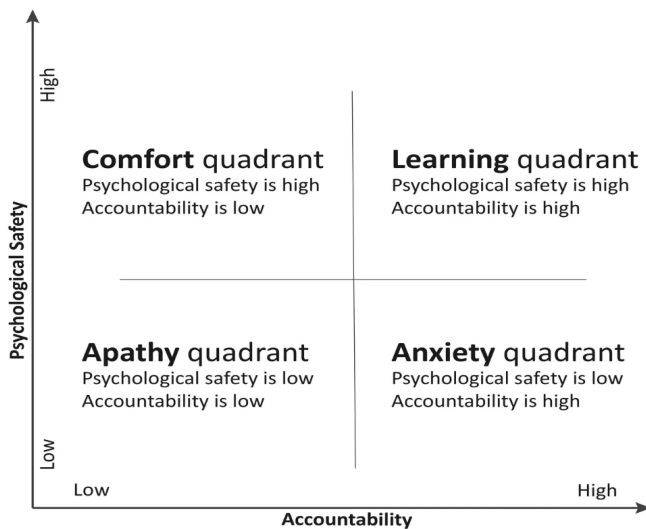
Psychological safety is a condition in which you feel included, safe to learn, safe to contribute, and safe to challenge the status quo, all without fear of being embarrassed, marginalized, or punished in some way.

Timothy Clark (2020)

4 Stages of Psychological Safety (Clark, 2020):

- *Stage 1: Inclusion Safety* - Satisfies the basic human need to connect and belong
- *Stage 2: Learner Safety* - Satisfies the basic human need to learn and grow
- *Stage 3: Contributor Safety* - Satisfies the basic human need to contribute and make a difference
- *Stage 4: Challenger Safety* - Satisfies the basic human need to make things better

Psychological Safety-Accountability for Performance Framework



Benefits of psychological safety:

- Improved performance, communication, engagement
- Increased commitment, openness to learning, levels of initiative, open mindedness, resilience and motivation

Negative impact of lack of psychological safety:

- Employee turnover and burnout
- Lack of connectivity, innovation, productivity
- Negative impact on employee mental health
- Company/organization liability
- Financial and other loss

(Michigan State University, n.d.)

(Edmondson, 2012; Kewene-Hite, 2020)

Three Key Leadership Actions & Behaviors:

- Set the Stage ➡ Humility
- Invite Participation ➡ Curiosity
- Respond Productively ➡ Empathy

(Rafferty, 2020)

How team members create a climate of psychological safety:

- Ask colleagues powerful, open-ended questions and then listen actively to understand feelings and values
- Share failures and recognize mistakes are an opportunity to learn and grow
- Use candor when expressing appreciation or disappointment
- Embrace expertise among many, encourage, and express gratitude
- Build trust through positive interaction and conversations between team members

(Edmondson, 2021)

Resource Books:

The Four Stages of Psychological Safety: Defining the path to inclusion and Innovation by Timothy Clark (2020)

The Fearless Organization by Amy Edmondson (2018)

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